


### Transition to Practice and Mentorship for Advanced Practice Providers

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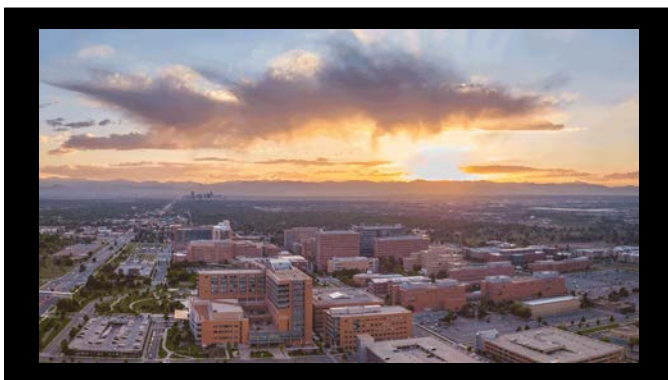
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### DISCLOSURES AND OBJECTIVES

None of the speakers have any financial relationships with commercial interests to disclose

1. Describe the Transition to Practice Program, why it is important, and the components for a successful Transition to Practice Program
2. Review the financial benefits of a Transition to Practice Program
3. Discuss the importance of mentorship for advanced practice providers, and the various roles for mentors in an academic institution


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### Transition to Practice for Advanced Practice Providers

**Kandace Shepherd, MS, PA-C**  
 Director, Office of Advanced Practice


**Katie Dickerman, MSN, ANP-BC**  
 Senior Clinical Lead of Transition to Practice

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### Advanced Practice

*Who we are ~*

<p><b>Academic institution</b>                  School of Medicine (CU-SOM)                  18 Clinical Departments                  College of Nursing (CU-CON)</p> <p><b>Faculty</b>                  employed by CU-SOM or CU-CON</p> <p><b>Medical Staff Members</b>                  University of Colorado Hospital (UCH)</p>	<p><b>Advanced Practice Registered Nurses (APRN)</b>                  Clinical Nurse Specialists (CNS)                  Certified Nurse Midwives (CNM)                  Certified Registered Nurse Anesthetists (CRNA)</p> <p><b>Physician Assistants (PA)</b>  <b>Anesthesia Assistants (AA)</b></p>
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### Advanced Practice

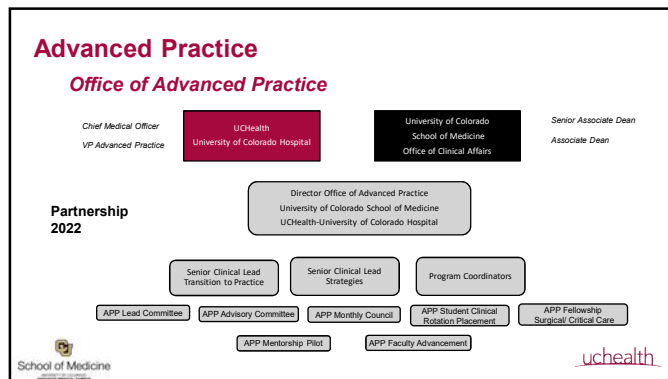
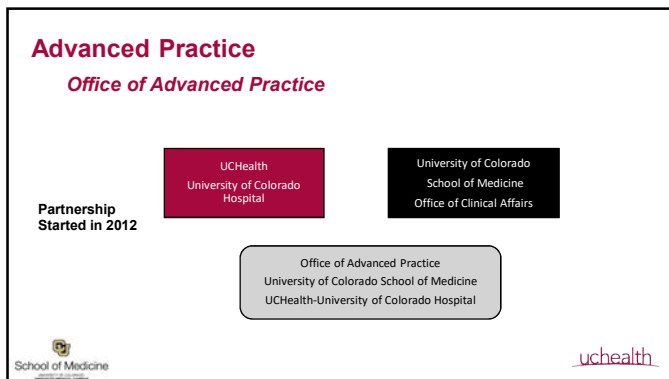
*What are the needs?*

Year	Number of Providers
2018	417
2019	549
2020	627
2021	657
2022 (March)	704

**Academic structure**

- silos*
- inconsistent hiring process*
- unstructured orientation*
- lack of clinical onboarding*
- dissatisfaction new hires*
- uncertain career paths*
- sense of isolation*
- attrition*

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### Transition to Practice Program

#### Why?

- Rapidly growing APP body including new community practice sites and satellite offices
- National data and focus to improve onboarding practices for APPs including post-graduate fellowships and Transition to Practice programs
- Identified large discrepancies in onboarding practices
- Identified a need to provide high level support for our APPs throughout their first year of practice
- Early intervention for teams struggling with low morale and high attrition rates

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### Transition to Practice Program

#### Our model

- New hire orientation
- Introduction to Transition to Practice
- Interval touch points with all new hires throughout their first year of practice
- Conversation topics include: onboarding practices, licensure questions, clinical practice details, templates, networking opportunities, career development, academic promotion

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### Transition to Practice Program Success Stories

**New hire / new grad in a clinic with a rapid onboarding and very little oversight in an outpatient clinic**

- **Concerns:** new hire was feeling overwhelmed, directionless, isolated, in need of support
- **Interventions:** OAP was able to meet with her MD and APP leaders; developed more robust onboarding, clearly outlined expectations and identified resources
- **Outcome:** new hire felt more prepared, supported, and integrated

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### Transition to Practice Success Stories

**Inpatient team with historically high turnover rate and new leadership was onboarding multiple new hires while short staffed**

- **Concerns:** new hires had quick onboarding, lack of structure and support for new hires
- **Interventions:** OAP was able to meet with leadership multiple to review onboarding practices, advise on what support should be in place, review concerns of new hires
- **Outcome:** team developed didactic program, more clear onboarding plan, evaluation of hiring practices

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### Transition to Practice Program – Cost Benefits

Improvement in attrition rates over the first 3 years  
Stabilization of rates with continued overall growth  
Decreased cost of turnover  
*estimated 1.5x salary each APP  
if decrease attrition by 10 APPs  
our cost savings = \$2.1million\**

New hire satisfier

- Orientation evaluations ratings over 4 out of 5
- "Good catches"

Fiscal Year	APPs	% Turnover
FY16	40	12
FY17	30	8
FY18	45	10
FY19	48	10
FY20	50	10
FY21	65	12

\*est. ave 141,000 SAB

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### Transition to Practice

## Questions?

Contact us:

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### Mentorship for Advanced Practice Providers

Jennifer Rodgers, DNP, ACNP-BC, FAANP  
Vice President, Advanced Practice

Kasey Bowden MSN, FNP, AG-ACNP  
Senior Clinical Lead of Strategy

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### Mentorship

- Provides guidance and support
- Helps mentee set personal career goals and identify opportunities/trajectories
- Aides in identifying & overcoming obstacles to achieving career goals
- Builds communication skills and connections

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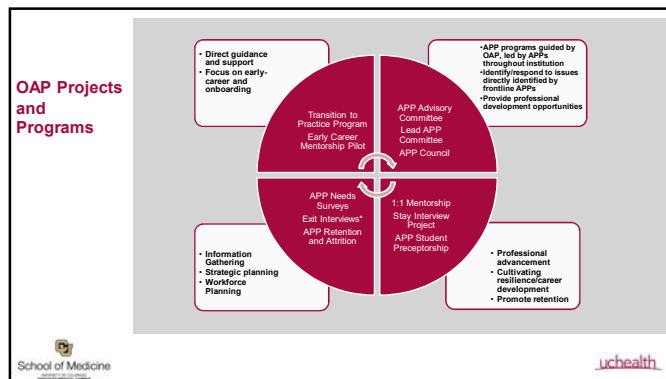
### Why is APP mentorship important?

APP-Specific Needs/Opportunities	Role of Mentorship
Poor onboarding processes lead to high rates of attrition/turnover in the first 1-2 years of practice	Improve transition to practice, Reduce attrition, Improve retention
Increased leadership roles in education, administration, quality improvement, research	Identify career goals and opportunities uniquely aligned with APP role/scope
Predominant practice in multi-disciplinary models	Improve APP communication/negotiation skills

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**Cultivating Mentorship through an Office of Advance Practice**

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**Mentorship Pilot**

- Identified need for formal mentorship program
  - APP Survey/Steering Committee
  - Frontline APPs
  - Stay Interviews

Pilot developed by frontline APPs with support from OAP

Pairs early-career APPs with experienced APPs in the institution, written agreement to participate in regular mentor-mentee meetings

Provides experienced APPs with mentorship training at onset and throughout program

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**Early Pilot Outcomes**

Pilot Dates: 10/2021-4/2022

22 APP Mentor-Mentee pairs

2 Mentorship training completed

Individualized outreach to all mentors/mentees with reassignments of pairs as warranted

Plan for follow-up in next 1-2 months, formal evaluation at 1 year

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**Early Pilot Outcomes**

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**Identified Themes/Barriers**

OAP Recommendations (ex)

Trust	Support	Value
Transparency	Staffing/Workload	Advancement
Equity	Inclusion	Recognition

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### OAP Stay Interview Project Outcomes

- Salary Assessment
- Inclusion of APPs in faculty meetings/M&M
- CME Assessment
- Staffing model evaluations/improved onboarding
- APP leadership opportunities
- Enhanced feedback systems
- APP department-level recognition



### Conclusion

Mentorship vitally important for the professional growth, advancement, and fulfillment of APPs

OAP can facilitate creation of systematic structure to enhance culture of mentorship throughout an institution

Systematic Mentorship Program Domains: Information gathering/assessment, Early career onboarding/development, APP-specific program development and leadership opportunities, advanced career growth and development



Thank you!

Questions?

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### References

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